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ABSTRACT

This booklet contains summaries of workshop presentations at the conference on community development. This conference brought local community officials and leaders together with interested citizens to learn about successful rural community development activities occurring in Minnesota, Iowa, Nebraska, and South Dakota. Sessions covered four main topic areas: cooperation, leadership, marketing, and planning. The keynote speaker, Lloyd Lunder, discussed economic problems of rural communities and the positive role bankers can play in community development. Participants at a pre-conference session watched a videotape reviewing the history of rural communities since 1890, and they identified critical issues facing their communities. Cooperation workshops focused on the successful efforts of individuals to maintain essential local businesses; the involvement of banks and private non-profit organizations as components of a community development strategy; and the successful cooperation of neighboring local governments on business recruitment, water resources development, and business capital formation. Leadership workshops stressed the importance of flexibility in considering new ideas and described innovative programs in youth leadership and entrepreneurship as well as Extension Service leadership training programs. Marketing workshops discussed tourism development, the community image, and "selling" the community to outsiders. Planning workshops described community needs assessment, goal setting, and goal implementation. (SV)

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Proceedings

MIDSTATES RURAL REVITALIZATION 1989

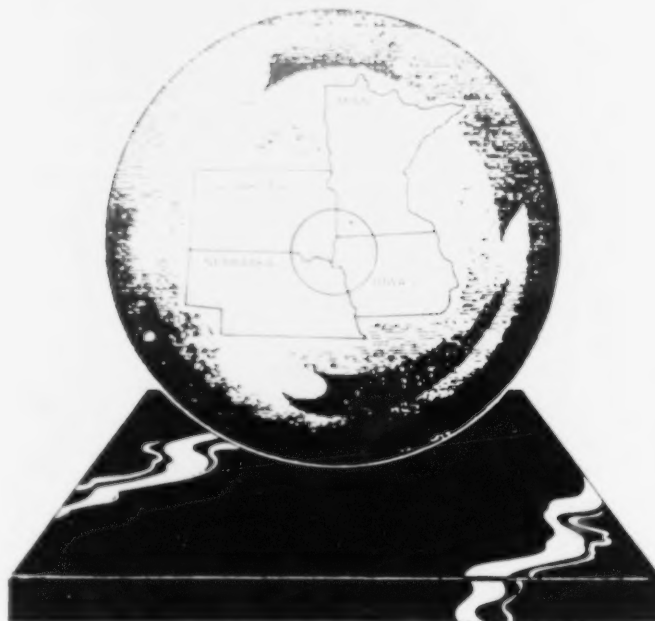
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A Four-State Community Development Conference
April 20, 1989, Worthington, Minnesota

RC 017466

The Second Annual
Midstates Conference:
Action for Community Success

April 20, 1989

CONFERENCE PROCEEDINGS

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-Background-

The second annual Midstates Conference on Community Development was held on April 20, 1989, at the Holiday Inn in Worthington, Minnesota. The purpose of the conference was to bring together local community officials, leaders, and interested citizens to learn about successful rural community development activities occurring in the four state area of Minnesota, Iowa, Nebraska, and South Dakota.

A combination of many factors, one being the rapidly changing global economy along with external factors affecting the agricultural economy of our region in the 1980's, has brought about a greater awareness and understanding of the need for local community development. Intensified effort in areas such as economic development - attracting new and diversified industry, along with retaining and expanding existing industries - has made a real contribution to our rural economy.

Yet, some have suggested that our rural areas will find it difficult to compete with more urbanized areas over the long term because of "competitive disadvantages" such as an inadequately trained labor supply, limited available capital for investment, and weak transportation linkages. However, successful development activities are occurring in our rural communities. The private and public sectors are working together. Local leaders and officials have much to gain by sharing successful community development techniques and strategies. Hence, the format of this conference was designed to facilitate this sharing through a multi-session workshop setting.

The conference was divided into four major topic areas and concurrent sessions were conducted in these areas: Cooperation, Leadership, Marketing, and Planning. Individual session presenters were community leaders who were directly involved in the project they presented. This format provided conference participants the opportunity to ask questions and discuss in some detail techniques and strategies that may be applicable in their community.

This program was initiated, planned, and sponsored by the Cooperative Extension Service of Iowa, Minnesota, Nebraska and South Dakota, with assistance from South Dakota Rural Electric Cooperatives, South Eastern (South Dakota) Council of Governments, Southwest Minnesota Regional Development Commission, Chambers of Commerce and other development groups in the four state area. It was funded by registration fees and, in part, by the North Central Regional Center for Rural Development (NCRCRD).

Workshop presenters were asked to supply information on their presentation in order that these proceedings could accurately preserve the many activities and topics discussed at the conference and at the same time, provide a summary to those who attended. Workshop summaries contained herein were taken from information supplied by the individual presenters. Specific questions on a community project can be addressed to that person. Further questions on the Mid-States Conference can be directed to the coordinator of the 1989 conference:

Kent Gustafson
Minnesota Extension Service
1413 SW 18th Street
Willmar, MN 56201
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To obtain more information on community development, including a subscription to the newsletter Rural Development News, which includes current publications and upcoming conferences on community development, contact Peter Korsching, Director, North Central Regional Center for Rural Development, 578 Heady Hall, Iowa State University, Ames, IA 50011.

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1989 Midstates Conference
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KEYNOTE SPEAKER AND ADDRESS

Lloyd Lunder is President of Security State Bank in Ellendale, Minnesota (population 500). His banking career includes experience in Iowa and Nebraska. Mr. Lunder is involved in many local and statewide community improvement efforts and is concerned with the positive role bankers can play in community development.

The following outline is a summary of Mr. Lunder's remarks:

I. Some Problems Faced by Rural Communities

- A. Agricultural crisis - impact on communities
- B. Lack of economic diversification
- C. Exporting of youth
- D. Encouraging people (especially youth) to leave
 - 1. Farmers
 - 2. Businesses
 - 3. Parents
- E. A tradition of "ethnic prejudice" in many small towns
- F. Political process (decreasing participation)
- G. Lack entrepreneurial types

II. Rural Communities Must Train for Action

- A. Must have consistency of effort
 - 1. We don't need "90 day wonders"
- B. What is real community?
 - 1. Church
 - 2. School
- C. Need to develop community pride
- D. Realistic approval of future opportunities

III. Project Future (Minnesota Extension) Example of Community

- A. Provides foundation for community development
- B. Provides basis for pride
- C. Loss of local newspaper
 - 1. Project future action team worked to replace it

IV. Summary

- A. People can make a difference; they must take initiative to get involved. We can't let the "other person" do it
- B. Communities must develop a positive attitude
 - 1. "Beat the coffee shop criticism"
- C. Role of the banker
 - 1. Banker is integral part of community.
 - 2. Minnesota Bankers Enterprise Network has been helpful.

Cracker-Barrel Session

FACILITATOR:

Leone Ohnoutka - Extension Agent, University of Nebraska Extension
Holt County, O'Neil, Nebraska 68763

A Cracker-barrel session was held on Wednesday evening (April 19) for conference participants who arrived early. The videotape, "Bring on the Future" was used to set the stage for the conference and the evening's discussion. The videotape was developed by Janet Ayers from Purdue University for the Pioneer Hybrid "Search for Solutions" conference.

Rural America is at a critical junction facing many issues. To become viable in the future, communities need to know where they have been, take a look at where they are today, and plan for where they realistically can be in the future.

The video tape shared a history of rural communities from the 1890's to the present - in other words, an overview of where rural communities have been. Conference workshops help community representatives look at where they want to be and offer ideas on how to get there.

The video points out, nothing stays the same forever. Rural communities have changed to be where they are today and will need to continue to capitalize on change to be viable in the future.

These changes challenge rural communities to face some very difficult and fundamental issues regarding their economy and the very organizations, facilities, and services that make up their communities.

The Cracker-barrel session was spent identifying some of these critical issues and then discussing possible opportunities and solutions to those identified as the most critical. Following is a summary of the discussion:

1. Participants were asked to identify two issues facing rural communities between now and the year 2000. The following were identified by the tables. Duplicates have been removed.

Table 1

Child Care
Quality Education
Empty Main Streets
Shrinking Population
Loss of Services
Consolidation of Schools
Maintaining Health Care
Clean Water
Competition With Urban Areas

Table 2

Lack of Venture Capital (Small Amounts)

Losing Educated Young People
 Diversified Economic Base (Need)
 Housing Shortage - Need to Upgrade
 Housing Surplus
 Need to Strengthen Leadership and Develop New and More
 Encourage Participation in Local Politics
 Hospitals Losing Dollars
 Changing Agricultural Structure
 Improve Self-Image - Need Positive Attitude
 Rebuilding Infrastructure
 Losing Political Muscle in Rural Areas

Table 3

Waste Disposal
 Declining Tax Base
 Consolidation of Services
 Aging Population
 Old Real Estate

2. From the lists of identified issues, participants were asked to vote for the three most critical issues facing their community. The ten most critical issues were identified as:

Competition With Urban Areas	Shrinking Population
Empty Main Streets	Water Quality
Declining Tax Base	School Consolidation
Leadership	Community Self-Image
Education	Losing Educated Youth/People

3. Participants were then asked to select one of the issues from the list of ten identified as the most critical. From this four discussion groups were formed for:

1. Competition With Urban Areas	2. Community Self-Image
3. Leadership	4. Education

4. Discussion groups were asked to identify 2 or 3 ways communities could capitalize on the identified issue and turn it into an opportunity to thrive in the 1990's. Summaries included:

1. Competition With Urban Areas -

Issue: Higher Wholesale Prices

Solutions:

Cooperative Buying
 Unique Items/Services
 Creative Advertising

2. Community Self-Image -

Issue: Physical Appearance

Solutions:

Refurbish Entrances
Clean-up Community
Businesses & homes need
 paint, etc.
Storefronts/Themes
City Landscape, Plantings, etc.
Infrastructure

i.e. Celebrate Minnesota
1990 provides dollar
incentives, education,
consulting links to
other programs

Issue: Attitude

Solutions:

Inactive; politically stagnant City Ordinances
Hopelessness, Negativism
Tunnel Vision, "Good ol' Boys"
Personality; inter-relatedness
Lack of Commitment & Leadership

Issue: Young

Solutions:

Answer the question: "What do we pass on to our
young people? Involve young in community before
they leave.

Issue: Outsider's Perception

Solutions:

Intelligent marketing program: Information, Direction,
 Interpretation
Need united effort
Define quality of life

3. Leadership -

Issue: Lack of motivation (positive)

Solutions:

Develop a community task force
Bring in an expert to generate enthusiasm
Old leaders need to develop new leaders to carry on
Involve youth because they will be the future leaders

4. Education -

Issue: Meeting needs of young people in rural schools
 regarding new/high technology for future (i.e.
 computer age)

Needs: Satellites, Video, Computers

Solutions:

Funding (possible sources?):
 State & Federal Government Grants, Private
 Foundation, Private Sector/Businesses

In summary, we can not bring back the past, but we can turn our
dreams and notions into working realities, and by doing so, we can
"Bring on the Future."

* * *

I. COOPERATION WORKSHOPS

A. Community Cooperation

This session focused on the successful efforts of dedicated individuals in two small communities to maintain essential local businesses.

Presenters:

Dan Dybsetter - Porter, Minnesota
(Also Pat Vlaminck, Doug Anderson, Stan Knutson)
Mary Wallick - City of West Bend, Iowa

Facilitator:

Bob Cole - Extension Community Resource Development Specialist
Mason City, Iowa

Presentation By Dan Dybsetter, Porter, Minnesota

The community of Porter, Minnesota (population 200) found themselves losing their only grocery store and cafe in the summer of 1987. Being a small town, with many senior citizens, community leaders felt that something had to be done to resolve this situation.

A group of concerned citizens met to discuss the possibility of a community-owned grocery-cafe. A non-profit corporation was created as the structure and to organize the project. Funds were solicited from area residents, and construction began in February, 1988.

The entire community embraced this challenge and joined in the project. All construction was completed with volunteer labor. The community-owned grocery/cafe was completed in 1988. Total community involvement in this successful project has brought the community closer together. Residents take pride in this successful community development project.

* * *

Presentation By Mary Wallock, West Bend, Iowa

The residents of West Bend, Iowa (population 950) have been successful in two relatively recent community development efforts. Local citizens determined that there was a need for a doctor's office in West Bend. In 1976, a Doctor's Committee was formed. In 1978, a fund drive was initiated resulting in over \$85,000 being collected. By 1980, when a facility was constructed, the first doctor was recruited to West Bend. This office now has satellite clinics in two nearby towns.

A more recent community project was initiated in 1987 as a result of Ford Motor Company deciding to close the local Ford dealership. Community leaders rallied to save the dealership and its 10 jobs it supplies. People were sought out to purchase shares in the local dealership to save the franchise. As a result of this community cooperation, the Ford dealership is still operating, saving 10 jobs. Many local businesses, farmers and local citizens participated in this business retention effort.

* * *

B. PARTNERS FOR DEVELOPMENT

In this session, presenters discussed the involvement of the private sector in community development. The role of the banker, as well as private non-profit organizations was discussed as components of a development strategy.

Presenters:

Ron Johnson - Vice President Economic Development
Minnesota Bankers Association
700 Peavey Building
Minneapolis, MN 55402

Art Hielkema - Orange City 21 Foundation
Director of College Library/Resource Center
Northwestern College
Orange City, IA 51041

Facilitator:

Russ Euken - Extension Director
Sioux County
Box 267
Orange City, IA 51041

Presentation By Ron Johnson, Minnesota Bankers Association

The Minnesota Bankers Association, at its summer planning meeting in 1986, directed a question to themselves as leaders. What can we do to help? The question is related to the change and economic distress of the rural communities in Minnesota. Business closings and farm foreclosures were signs of the distress that people were experiencing. The MBA determined that in most of the communities of the state, there was a bank and that the bank was an important part of the community. A task force was established to explore how the Association might be involved to help. Through focus groups and through pilot projects, it was determined that it was appropriate for this banking organization to become involved.

In June of 1987, the Minnesota Bankers Enterprise Network was formed. It is a nonprofit corporation directed by a Board of Directors consisting of bankers and Association staff.

In determining how the program might be established, consultants were hired to help focus on various possibilities. They assisted in establishing three pilot projects.

In 1987, the first pilot project was in the community of Atwater. A community of 1,128 population in West Central Minnesota. A community assessment and supportive leadership encouraged local citizens to become involved in determining their community's future. This led to identifying several business potentials for development as well as the need for home nursing care. Atwater banker, Sue Meyerson, has and continues to play a most important role in this effort.

The beginning effort was met in 1987 and continues today.

Local citizens become involved, determining what they might do to effect positive change in their community. There were able to obtain paint from the Valspar Corporation for a paint-up campaign of the business district. They worked with local businesses that had the potential to grow. One was a locomotive repair business that they were able to assist. Another was an inventor who developed a sleeper for big truck tractors. Determining how to further develop, manufacture and market are part of their efforts. Another business they identified was a small electronics business. The owner works out of his home. In this particular case, they have not been able to encourage him to expand or grow to any extent. One of the most interesting projects in the community pertained to home nursing care. They identified a need of people in the community who wanted to remain in their homes but needed to have various health care services. Through community effort, they were able to obtain financial assistance. A grant through the Kellogg Foundation to pilot this program was acquired. I am happy to report it's successful and that it may become a model for similar programs in rural communities.

Another pilot project was the West Carver County Partnership. This focus was on a school district which has four small communities. Led by educators, bankers and other community leaders, they are aggressively planning for their community's future.

Some of the results of the Partnership during the past two years are:

1. Bankers who were already doing much are doing more, giving more time to leadership.
2. Becoming aware of the various resources and programs that are available to help in community economic development.
3. Doing a better job of preparing for the future by identifying the change that's occurring.
4. Communities coming together to deal with issues that greatly impact them. Health care, education, and retail needs are some examples.
5. Communities taking care of the businesses they have rather than ignoring and letting them die or leave the area.

Because of this effort, workshops, area meetings, bulletins, and economic development manuals have been presented to the banking community. They have been given the opportunity to learn and have been encouraged to assist their communities. Because people generally look to their community banker for this kind of leadership, the Minnesota bankers are making efforts to respond.

* * *

Presentation By Art Hielkema, Orange City, Iowa

Orange City, Iowa (population 4,500) is a community of predominately Dutch residents located in Sioux County in Northwest Iowa. While in a rural setting where agriculture, and especially livestock, play a major role in the local economy, the community has been fortunate to have successful local entrepreneurs which have worked hard to diversify the local economy. Today there is a significant portion of the areas economy in the manufacturing sector.

There was no one, big problem that led to the establishment of Orange City 21 Foundation. The "OC" 21 Foundation was established to conduct local community development efforts between the private and public sector. It was initiated out of concern by community leaders that, in order for Orange City to maintain its solid economy and quality of life, more planning for the future would be desirable. The year 1990 will be the 50th anniversary of Tulip Time, an annual three day celebration in May that brings in thousands of tourists, and local leaders felt it was appropriate to begin future planning at this time.

The organization was designed to a community-wide effort, not to duplicate existing efforts, but rather to fill "gaps" in ongoing development efforts. The initial effort was to attract 1,000 members. Businesses have supplied a significant portion of the initial funding, but ongoing efforts to have citizens belong at the rate of \$1.00 a week (\$52.00 per year) with payments that can be included with their monthly city utility bills.

The first project after funding was to initiate an area wide (city and rural) needs assessment, assuring community input for long-term planning. Another part of the organization is to get economic development outside the city council, to reducing potential conflicts between existing businesses and potential new businesses. A large governing board representing many community organizations has a hand in the direction of the Foundation.

The concept was discussed in 1986 and 1987. Local leaders visited Grinnell, Iowa to examine the similar "Grinnell 2000" project. A kick-off drive was held in October of 1988.

Results of the project include a united community, planning for the future; an organization for study, planning, promoting and helping with "seed" money.

* * *

C. INTERGOVERNMENTAL COOPERATION

Cooperation sounds good, but how do you do it for the mutual benefit of all concerned? This session examines how local governmental units have cooperated to produce successful results.

Presenters:

Dick Jackson - Box 150

Madison, MN 56256

(Other contacts: Ron Anderson, Box 195, Milan, MN 56262,
Pastor Carl Egstad, Box 131, Marietta,
MN 56257

Mark Stromswold, RR 3, Appleton, MN 56208)

Alec Boyce - SE Council of Governments
Box 843

Sioux Falls, SD 57101

Greg Henderson - Planning & Development
District III
Yankton, SD 57078

Facilitator:

Joe Wolf - SE Council of Governments

Box 843

Sioux Falls, SD 57101

Presentation By Dick Jackson, Madison, Minnesota

An economic recovery grant was offered by the Minnesota Legislature with the passing of House File 2344 in 1988. This offered the Southwestern Minnesota communities of Madison, Appleton, Marietta and Milan \$800,000 for economic development. This grant was to be used for a manufacturing project and at least one dollar of non-state money must be used for every four dollars of grant money. It became a \$1,000,000 recovery grant program.

The bill was written to take care of the problems that could develop because of the loss of the 4 high schools as the new school would be located 10 miles from the nearest town.

The four communities worked with the Upper Minnesota Valley Regional Development Commission to develop an organization and a plan that would handle this grant. The need to find additional match money was critical as was the plan to handle the granting of funds. After many meetings and many plans, the group joined with the Southwest Minnesota Initiative Fund as they were currently attempting to raise funds from the public sector to match further McKnight Foundation funds and they found their participation with the project to be beneficial for their goal.

The four communities of Madison, Milan, Appleton and Marietta together with SWMIF signed an agreement thru which these communities donated their \$800,000 to SWIF and they agreed to match this with \$200,000 plus their organizational system to check applicants, do credit analysis, and make recommendations to four communities.

The four communities involved in this project range in size from 850 to 2300. For years these communities have been in competition for customers, for industries, for ideas. Now, thru this grant program, the communities have begun to work and to think and to plan together. They have found that success can happen by working with a regional plan.

The first meeting after the passing of the bill was held in August of 1988. At this time, the process is just starting to move as it has taken much time to draw agreements, to develop plans, and to organize city councils with regional goals in mind. At this point, a four community development person is being sought. This should be completed by September 1, 1989.

Results of the project to date include:

1. A willingness to recognize mutual development interests,
2. A willingness to operate under a single joint powers agreement,
3. An interest in using the funds to leverage capital beyond the one to four dollar match required by the state,
4. Development of a venture capital network,
5. Priority goals have been set, and
6. A Community development group has been created.

* * *

Presentation By Alec Boyce, Sioux Falls, South Dakota

A recognized need for the development of a long term/forecastable supply of water to the semi-arid portion of the state became apparent. Data collected on groundwater resources indicated a deteriorating state of water quality. Further, growth trends indicated that areas with the greatest potential for growth lie in the east and west portions of the state. The drought of 1988 elevated awareness of limited water supply and required local government officials to assess the impact water resource development would have on the region. Finally, a recognized need for sharing in the development and costs became apparent when examining a project of such magnitude.

A steering committee was formed to direct initial activities towards updating the Corps of Engineers Report on the development of a major pipeline from the Missouri River to Sioux Falls. The committee is at present, assessing the interest and feasibility of undertaking such an activity. The pipeline would serve as the principle supply arterial and supply municipalities and rural water systems with a reliable, long-term supply of treatable water. This activity, coupled with the states renewed efforts for groundwater protection are pro-active responses to two major water resource issues that will have an impact on the potential for area-wide community development.

The project originated in the late 1970's and transcended into the 80's resulting in a report published by the Corps of Engineers in 1982. It was resurrected in 1988 in part due to growing evidence that water supply resources were recognized as not being "infinite" or adequately protected. The renewed interest and activity indicate a realization by community leaders that an adequate supply of essential natural resources is necessary to support the continued economic and physical growth of the Region.

As a recognized regional need, the renewal of this project originated from the South Dakota Department of Water and Natural Resources (DWNR). DWNR arranged the initial meeting of steering committee members who evaluate data collected to date and dictate the future course of this cooperative planning effort.

The government entities involved in this project include,

- (1) U.S. Army Corp of Engineers,
- (2) South Dakota Department of Water and Natural Resources,
- (3) South Dakota Association of Rural Water Systems,
- (4) Water Development Districts,
- (5) South Eastern Council of Governments,
- (6) Third Planning and Development District, and the
- (7) South Dakota Municipal League.

The project is still in its infant stages but promises to emerge as a major water development project for the State. Now realizing its strong basis of support, the steering committee will set about the task of developing goals and objectives to accomplish the project.

* * *

Presentation By Greg Henderson, Yankton, South Dakota

A revolving loan fund was established to address a lack of long-term, low interest capital for new and expanding businesses. Area banks were not inclined to take any "risks" with their deposits. Small and medium-sized businesses were having difficulty obtaining loans. This situation contributed to the region's economic distress and rate of out-migration.

A nonprofit regional development corporation called the Area-wide Business Council (ABC) was established to provide long-term capital, leverage public and private funds, and encourage banks to take previously unacceptable risks. ABC was capitalized with \$78,000 in assistance from the Economic Development Administration and other private and public funds (\$26,000).

ABC was developed through the cooperation of 25 different entities including: banks, local development corporations, units of local government, state government, and two federal agencies. District III provided the staff support and coordinated the effort.

ABC was formed in 1981. The initial \$104,000 loan "pool" was depleted by mid-1985. Recapitalization applications have been submitted which are expected to provide another \$300,000 by July, 1989.

A total of six loans have been made by ABC. Five of the loans went to smaller businesses and one loan was used by a larger manufacturing firm. Approximately \$1 million in private investment has been leveraged. Over 60 new jobs have been created and 20 jobs retained.

* * *

II LEADERSHIP WORKSHOPS

A. DISCOVERING THE FUTURE

Many communities have difficulty trying new ideas. This session stressed the importance of flexibility in considering new or different strategies to improve your community.

Presenters/Facilitators:

Mary Foley - Community Development Specialist
Iowa State University Extension
North Central Area Office
Mason City, IA 50401

Alan Vandehaar - Community Development Specialist
Iowa State University Extension
Northwest Area Office
Storm Lake, IA 50588

This presentation focused on the need for more flexible and creative thinking in community development activities. Built around the Joel Barker videotape, "Discovering the Future: The Business of Paradigms", the presentors expanded the discussion from "paradigms" to aspects of creative thinking that local leaders could apply in their community.

Failing or refusing to try new ideas (be creative) in our community can usually be classified under one or more of the "seven steps to stagnation":

1. It costs too much.
2. It just doesn't work.
3. We're not ready for that.
4. We tried that once before.
5. We've never done it that way.
6. That's just not our responsibility.
7. We're doing all right now, the way we are.

Barker uses the concept of paradigms to discuss change and suggests that if we are more creative in our thinking, and more flexible in considering new approaches and strategies to old problems, then we can create an environment where new opportunities and new solutions to community problems may be more readily apparent.

Paradigms are defined as "... patterns or a set of rules and regulations that define boundaries and give us borders to structure our thinking."

Some key points about paradigms are:

1. Paradigms influence our decision-making by influencing our perceptions. They are common and natural.

2. Paradigms are useful. They help us solve problems by making it easier to focus on information relevant to our needs. At the same time, however, paradigms can block out other solutions.
3. Sometimes your paradigm can become the paradigm. We need to guard against "paradigm paralysis ... a terminal disease of certainty".
4. People who create new paradigms tend to be outsiders who have no investment in the old paradigm. "You must learn to look beyond the center to the fringes of an organization if you want to see where the new rules are developing."
5. Practitioners of the old paradigm who want to join the new paradigm in its early stages must be very courageous. Often they must do so in defiance of the evidence reduced by prior problem-solving ... knowing that if the new paradigm fails, they will lose credibility. "A decision of that kind can be made only on faith."
6. You can choose to change your paradigm. We do have the capacity to change.

A critical point of the paradigm analysis is:

- (1) If we can become more aware of our paradigms perhaps we can be more "open-minded" toward trying new ideas, and
- (2) with a more flexible outlook, we have the opportunity to be more creative in our solutions to problems and finally
- (3) after ourselves, the challenge is to change other person's paradigms.

Finally, here are some characteristics that many creative people seem to possess. They tend to:

- (1) Challenge the common assumptions
- (2) Recognize new patterns/linkages
- (3) See in new ways
- (4) Make corrections
- (5) Take risks
- (6) Take advantage of the unexpected
- (7) Construct new networks

Individuals who feel this type of discussion could be useful within their community to spark some action on local development activities should contact their county or area Extension office. In many cases, this type of discussion has been the first portion of one or more programs to identify community needs, set priorities, and develop an action plan.

* * *

B. YOUTH ENTERPRISE

"The future of our community is our young people." How often have you heard that statement? But have there been widespread efforts to involve and listen to youth? The following presentors discussed innovative programs in youth leadership and entrepreneurship which can enhance the future vitality of rural communities.

Presenters:

Bob Selzer - Nebraska Rural Electric Association
P.O. Box 82048
Lincoln, NE 68501

Dale Werner - Mountain Lake, MN 56159

Facilitator:

Phil Johnson - Extension Agent, University of Nebraska
Courthouse
Albion, NE 68620

Presentation By Bob Selzer, Lincoln, Nebraska

High School Students as Community Resources:
The Nebraska Youth Energy Camp

Rural electric systems in Nebraska determined there was a need to educate students on energy conservation, energy management, rural electrification, electrical safety and develop leaders from students. From this need, the Nebraska Youth Energy Camp was established.

The camp is a week-long energy seminar dedicated to providing information on these topics, plus allows students to gain management and leadership skills. The energy camp brings together professionals in specific fields to provide educational information on related topics. Students also set up and operate a "mock" rural electric system, elect a board of directors, interview and hire a manager, establish committee work and carry out committee assignments.

Rural electric leaders throughout the state were utilized as resource people and as counselors in starting and delivering the program. Financial and development aid from the Nebraska Energy Office was also utilized.

The project takes place in a small community in the sandhills of Nebraska, population 300. It was developed in 1978, with the first camp in July, 1979.

Over 1,000 high school age students have participated in the Nebraska Youth Energy Camp program since its inception. Many of the students have gone on to hold responsible positions in their communities and have been able to contribute to their community from the knowledge they've gained at the Energy Camp. Several have selected careers in rural electrification and remained in their own community.

* * *

Presentation By Dale Werner, Mountain Lake, Minnesota

The project "Youth in Economic Development", is an effort to revitalize the community and region by involving the area youth in the development and implementation of a marketing plan to attract new businesses to the community which will serve future generations. This project involves teams of three to five members from grades nine through 12 who are residents of the Mountain Lake School District. This project will serve the citizens of the Mountain Lake School District boundaries. Each team will develop and implement a marketing plan to attract new businesses to the community. The marketing plan to attract new businesses to the community. The marketing plan will include research of the community as to current pay scales, utility capabilities, available buildings and sites, present and projected work force, required skills, strengths of the community, appeal to target companies. Teams will be judged on their work by the following criteria:

1. Most Effective
2. Most Professionally Done
3. Most Innovative Marketing Plan

The teams will receive cash prizes for their efforts which they can use as they wish. First prize is \$600, second \$500 and third prize is \$400.

The Mountain Lake Public High School is supporting the concept totally and will be offering extra credits to those who participate in the project. This project will offer the young people in the community the opportunity to work with the peers in developing ideas and goals for the future of the community.

Initiated in october, 1988, some of those involved in the project in Mountain Lake (population 2,200) included the city librarian, hospital administrator, high school economics teacher, city manager, and the city utility clerk. A grant proposal to the Southwest Minnesota Initiative Fund for \$3,000 was submitted in July of 1988 to partially fund the project.

Outcomes to date from the project: (1) Some real possibilities of local businesses expanding and new businesses starting, (2) Students involved have become more aware of their community and have a better understanding of the process of recruiting business.

* * *

C. LEADERSHIP DEVELOPMENT PROGRAMS

This session focused on two formal leadership training programs available through the Extension Service for citizens to improve their individual and group (community) leadership skills.

Presenters:

Deets Neve - Rockwell, Iowa

Carol Larvick - Extension Agent
University of Nebraska Extension
Dakota City, NE 68731

Rod Patent - Extension Agent
University of Nebraska Extension
Wayne, NE 68787

Facilitator:

Mary Foley - Community Development Specialist
Iowa State University Extension
North Central Area
Mason City, IA 50401

Presentation By Deets Neve, Rockwell, Iowa

The Area Community Commonwealth (ACC) is an example of how a number of small rural communities can set aside their differences and work together to improve their area. The ACC is made up of seven communities in two counties and three school districts. Populations range from about 120 to 1200. The territorial lines drawn around the three school districts include the surrounding rural population. The ACC is a non-profit corporation lead by a Board of Directors with equal representation from each community in the cluster. Any resident of the cluster is a voting member. Monthly Board meetings are held as well as monthly public meetings.

The ACC participated in the Tomorrow's Leaders Today leadership program. Developed by Iowa State University Extension with the assistance of the W. K. Kellogg Foundation, the overall purpose of Tomorrow's Leaders Today is to strengthen the human resource base of small rural communities through leadership development. The program is designed for clusters of communities.

Curriculum topics included personal and interpersonal skill development, understanding groups and organizations, community and organizational dynamics, and understanding issues for rural revitalization. Midway through the program, participants identified cluster priorities on which they could effect change. Sessions following applied community development concepts to these local issues in a learn-by-doing approach.

The ACC had the opportunity to put their skills to work by helping Walt Disney host a celebration in honor of Mickey Mouse's 60th birthday. Participants acknowledged that their interaction through Tomorrow's Leaders Today and skills learned from Extension helped in undertaking this complex, and successful, event.

With a little less than a month to plan and carry out, the ACC set out to work. A Central Committee was named, with one member from each community. They worked with the ACC Board to determine what major committees were necessary and it just so happened that there were seven major committees for seven communities. Each committee is then made up of one representative from each of the seven communities, therefore equal representation on all decisions.

They feel that the groundwork laid through past cooperation and the Tomorrow's Leaders Today program enabled the group to carry out this project. Every community was responsible for providing financial assistance in the form of donations or loans and everyone came through with the money. It is an example of how everyone must GIVE something with the potential to GAIN alot. Estimates of attendance were around 40,000 people. None of the communities could have undertaken a project of this size alone. But together they were successful.

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Leadership Program ... Family Community Leadership (FCL)

The Family Community Leadership Program (FCL) is a program designed to develop the leadership skills of volunteers. Funded in part by the W. K. Kellogg Foundation, the program is now being delivered by the Cooperative Extension Service in several midwestern and western states.

The goals of the program are to help participants:

1. Develop skills for leading and working with groups;
2. Identify and analyze issues that affect families;
3. Understand the public policy decision-making process;
4. Teach others this process and help them develop skills for influencing policy making at the local, state, and federal levels; and
5. Become actively involved in addressing community problems and concerns through the public policy process.

Persons interested in learning more about FCL should contact their County or Area Extension Office.

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III. MARKETING

C. UNIQUE COMMUNITIES

What makes your community special? The following communities have answered this question by recognizing and capitalizing upon their unique resources. Oakland, NE is the "Swedish Capital of Nebraska". Greene, Iowa has utilized its natural resources to develop tourism.

Presenters:

Gale Brinkman - Box 460
Greene, IA 50636
Bonnie Loomis - RR 1
Greene, IA 50636
Dewaine Gahan - Oakland, NE 68045

Facilitator:

Larry Howard - Extension Agent
University of Nebraska Extension
P.O. Box 285
West Point, NE 68788

Presentation By Gale Brinkman and Bonnie Loomis, Greene, Iowa

Early in 1987, several residents of Greene, Iowa (population 1,300) were presented one person's ideas of a boat carrying tourists on the Shell Rock River. The idea was expanded and refined after much discussion over many meetings at a local coffee shop.

The project was to build an excursion boat to take passengers on the Shell Rock River. Named "Spirit of Greene", the 40 foot long paddleboat was built by local volunteers during the Spring and Summer of 1987 to promote tourism.

Two local farmers, a retired implement dealer/county supervisor, local blacksmith and a lumberyard owner, along with the Commercial Club and local volunteers were responsible for the development of the 44 passenger "Spirit of Greene".

What has happened as a result of this? In 1988, over 6,600 people rode (paying customers), representing 26 states and 5 foreign countries. As a part of the ride on the river, passengers pay one fee for a "package"; they get a ride and a meal at a "new" restaurant established by the river (remodeled from a farm machine shed) located about three miles from the boarding point in Greene. As a direct result of this project, 20 new jobs were created and two new businesses were started. A further benefit was that it brought people together on a community project and developed their awareness of the potential benefit of new businesses. (A front-page picture and story in the June 25, 1989 Des Moines Sunday Register has provided more statewide publicity).

* * *

Presentation By Dewaine Gahan, Oakland, Nebraska

In 1983, we took stock of our town--as it faced a dangerous decade of rural-Mid-America economy--and decided our best bet for sustenance and growth was to revive the Oakland Swedish Festival and to re-dedicate our pride and commitment toward's the town's Swedish roots. The Swedish Festival hadn't been held in Oakland in 20 years (1963, centennial year, was the last). We decided it's easier--and has more potential--if we draw upon what we have rather than dreaming up something unrelated to Oakland.

Our program centered around the resurrection of the Oakland Swedish Festival, a 3-day celebration now held only in odd-numbered years but, hopefully, will become an annual event effective this year. It also involved, on a wider scale, remodeling and painting virtually every storefront in town, using Swedish motif...even the vacant buildings.

The chamber of commerce was the initiator..and nothing Oakland had ever done before rated such a monumental full-fledged bandwagon effect as what transpired in 1983 for that first festival. Thanks to the businesses' leadership, all other organizations, clubs and churches in town joined the movement in a truly community endeavor.

Oakland is a town of 1,400 people in Northeast Nebraska, located about 60 miles from Omaha and 80 miles from Lincoln.

Some of the results of these efforts include: Community-wide beautification, the type rarely seen in a small town. Incredible community pride. A year-round commitment to Swedish motif and store-and-home attractiveness. Chamber promotions--whether at Christmas, in the fall, in the spring or at festival time--that spotlight our unique Swedish roots. The erection of 4 huge community billboards--the greatest billboard undertaking of any small town in Nebraska. The opening--in June, 1989--of the Swedish Heritage Center, first Swedish museum in the midwest. Oakland is recognized from afar as the Swedish Capital of Nebraska and as a can-do community.

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B. PROMOTING COMMUNITIES

What image does your community present to an "outsider"? How can you change your image? This session addresses these issues.

Presenters:

Kevin Wurtz - Elk Point, South Dakota 57025
Alan Salzwedel - The Heartland Agency
Lakefield, Minnesota 56150
(507) 662-6376

Facilitator:

Darwin McGee - Extension Agent
South Dakota State University
Yankton, South Dakota 57078

Presentation By Alan Salzwedel, Lakefield, Minnesota

The Heartland Agency is a firm that offers marketing assistance to communities. Beginning in 1987 in Rolfe, Iowa (population 750), we initiated an advertising program for the city. We proposed this project because we saw a need for economic development for smaller communities. Many small cities have volunteer committees that may not have the talent, time, or knowledge needed for successful economic development. There is, we feel, a need for professional help.

Our approach is to treat a city like a business. That is, find its unique and positive qualities and market them through advertising. Let people see and hear something positive about the community that will boost community spirit and pride. If you get townspeople working together and thinking positively, you have a good foundation for economic development.

In 1988, we initiated programs in Primghar, Iowa (population 1,100), Gregory, South Dakota (population 1,500) and in Waseca, Minnesota (population 8,200).

Some of the results of the program:

Rolfe - Substantial national exposure .. ABC, CBS, AP, Paul Harvey News, New York Times. Families from around the nation have moved to Rolfe. New business/industry. Community spirit/pride has rebounded.

Primghar - People have started working together again, it's very positive. New/Existing homes incentive resulted in 12 homes and 2 businesses sold in a three month period.

For further information, contact the individual communities listed above or Alan Salzwedel.

* * *

Presentation By Kevin Wurtz

In the fall of 1987, members of the Elk Point, South Dakota (population 1,661) Commercial Club took the initiative to develop a 8 1/2 acre park near Interstate 29 into a more attractive and usable facility. Developed out of a Community Economic Development Course, which listed community assets and liabilities, the Club decided to turn a liability into an asset. They developed this area, adjacent to the existing city park, with a walk trail, tree arboretum, pond, picnic area, and log cabin. By doing so, they turned an eyesore into an attraction.

The results of this community project have renewed local interest in tourism and historical preservation. This project won a national award in the "Take Pride in America" program. The 1989 South Dakota Centennial wagon train will be leaving Elk Point.

* * *

C. TOURISM

With the downturn in the agricultural economy, many rural communities are trying to diversify by promoting tourism. Is your community ready for tourism?

Presenters:

Larry Simonson - Extension Specialist, Tourist Service
Minnesota Extension Service
Grand Rapids, Minnesota 55744
David Thompson - Environmental Officer
Cottonwood County Courthouse
Windom, Minnesota 56101
Sandy Fultz - Director, Chamber of Commerce
Tracy, Minnesota 56175

Presentation By Sandy Fultz and David Thompson

There was the feeling that Southwest Minnesota has many things to offer in the tourism industry, but no one had taken the time to market it effectively. This project was initiated because it was important to get the nine counties working together instead of against each other. We found out that educating not only the public, but to educate ourselves in the 9 county area was one of the first steps this organization must take. What is good for one county or town will be good for another county or town in the long run. It was also important to do a promotion without having to charge individual towns to be included. We wanted to give them a chance to be included no matter how small or large. We felt that by working with the 9 counties, this could be accomplished.

Through the joint effort of the Southwest Regional Development Commission and the 9 counties, the organization Travel Southwest Minnesota, Inc. was organized. Travel Southwest Minnesota, Inc.'s main project was to put together a Map/Brochure which lists everything there is to see and do, and also how to get there, in the 9 county area. Once the Map/Brochure was completed, it will also be used in a distribution system set up for the 9 counties. The Map/Brochure took a different approach with featuring Portney the Pelican. Portney the Pelican is a caricature drawn by a local artist who is dressed in various costumes representing various activities in Southwest Minnesota throughout the Map/Brochure. The distribution system will be utilizing our local Retired Senior Volunteer people, who will be going around the 9 county area re-stocking the 90 racks that Travel Southwest has setup every two weeks. This distribution system will also be using each communities own individual brochures.

The Southwest Regional Development Commission initiated the project, along with three representatives from the following 9 counties: Lincoln, Lyon, Redwood, Pipestone, Murray, Cottonwood, Rock, Nobles, and Jackson.

The meetings that started the organization were held in Slayton, Minnesota, in August, 1987. The reason behind meeting in Slayton is because that is the location of the Southwest Regional Development Commission, and also because Slayton is centrally located within the 9 county area.

Results of the project have been very good comments and positive feedback on the new Map/Brochure. The organization at this time is working on promoting the Map/Brochure by advertising out-of-state in the AAA Home-Away magazine. Members of the organization have also been promoting the new Map/Brochures by attending sportshows and handing the Map/Brochure out to the public. Work is also being done on purchasing a "Portney the Pelican" suit which could be used in the summer parades around the region. The organization also hopes to begin working on group tours and a calendar of events for the 9 county area.

* * *

Presentation By Larry Simonson

The project presented in brief form here is a part of a more detailed, comprehensive program designed to interface community people with the scope and nature of tourism as a part of economic development.

The project is called in general a "Community Tourism Development Workshop" or on occasion other descriptive names that deal with hospitality or motivation. Two major parts (1) know the tourism industry and (2) know tourism and its opportunities in your community.

The program has been a joint venture between local Chamber of Commerce or Convention and Visitor Bureaus, the Minnesota Extension Service (Tourism Center), the Minnesota Office of Tourism and the Small Business Development Center.

The origins of the project have been lost in the obscurity of time. One form or another has been around for over 25 years. It has been presented in one form or another over 400 times (as much as 10 times over the years in some communities). I an attempt to increase effectiveness and efficiency during National Tourism Week 1988, a sophisticated version was presented at one time to 20 sites by satellite downlink.

The program was initiated in the early 1960's as part of our emerging Extension Tourism project. It was low-key and sporadic until four years ago when a "demonstration sample program" was given at the Annual Minnesota Tourism Conference. Since then demand has exceeded resources to deliver.

Over 20,000 Minnesota people who meet or serve visitors have gained better understanding of tourism as an industry and social phenomenon. They have received instruction in the "Art of Hospitality," their role and responsibility as people serving guests in their community, and develop a better understanding of what their community can do to increase tourism as an economic generator and improved quality of life for those who live in the community.

For further information contact John Sem, Director of the Tourism Center, Minnesota Extension Service at 208 Health Services Building, University of Minnesota, St. Paul, MN 55108, telephone (612) 624-4947.

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IV. PLANNING

A. ASSESSING RESOURCES

How does your community get started in the development process? Needs assessments will be discussed and the process of examining strengths and weaknesses will be examined.

Presenter:

Larry Swain - University of Nebraska - Lincoln
Lincoln, NE 68583-0922

Facilitator:

Sandy Hatter - Extension Agent
University of Nebraska, Extension
Center, NE 68724

Presentation By Larry Swain

Rural communities are often quite dependent upon the agricultural base of their area. The past ten years have seen major structural changes take place in production agriculture. These changes have had an effect on small rural communities. The communities that have been able to adapt to change have survived in good standing, many others have experienced numerous problems including survival difficulties. Businesses and necessary services have been closing, young people are leaving, and the general attitude of people is poor. Concern about the future of the community is on everyone's mind, but frustration is present because people don't know what to do to alleviate the problems.

Paul Swanson, County Agent Chair at Hastings, NE, attended an inservice training workshop on rural development presented by Larry Swain and Gwen Meister in early 1988. He recognized a need for a program in his area and recruited three small communities to participate in a series of workshops on community development. The series was basically a strategic planning process aimed at small community development in a group setting. Each of the communities developed individual needs assessments, but more importantly, an overall needs assessment and strategic plan was developed for the extended community which included all three small towns and the surrounding farm community.

The project involved the towns of Roseland (population 254), Holstein (population 230), and Bladen (population 180). They adapted the name of the Greater Silver Lake Development Association, known also as G.S.L.D.A. Larry Swain conducted a series of seven strategic planning workshops starting in May of 1988 and ending in October of 1988. The series of workshops consisted of a needs assessment process for the first four workshops, goal setting and action plan development for the fifth and sixth workshops and "what do we do now" for a seventh workshop. In addition, a Myers-Briggs personality type workshop was deling with people might be easier. Other workshops will be held periodically to update and make revisions in the plan.

Goals included assisting new businesses to start, developing a tourism program for the area, developing a close working relationship with the school system, and to assist in starting a youth, citizen and senior citizen center. A fifth goal was examining the possibility of starting a small, home grown business such as mail order on light manufacturing that will employ 10-15 people.

The results of the program are quite astounding, especially in relation to the size of the communities involved. Thus far, seven new businesses have started, the tourism committee has hosted two events, the group has hosted another development group tour, a leadership program was held, and a series of business management meetings were conducted. The group was also able to receive a Federal Economic Development Grant, one of four given in Nebraska, to assist in the process.

Other programs are being conducted with Garden County in Western Nebraska and the Calamus area of the Sandhills of North Central Nebraska.

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B. GOAL SETTING

This session examined how communities can work to set goals for economic development.

Presenters:

Jan Baedke - Fairbault County Agent
Minnesota Extension Service
Blue Earth, MN 56013
Gloria Vande Brake - Economic Development Director
Box 38, City Hall
Windom, MN 56101

Facilitator:

Art Frame - Nobles County Extension Director
Box 758
Worthington, MN 56187

Presentation By Jan Baedke

It has, over the last five years, become very obvious to the residents of Faribault county that the U.S. is changing. Not only is the change affecting those who work the land, but also those who depend on the success of that land for their survival.

The Faribault County Board of Commissioners had an idea that could, on the local level, begin to ease the rural crisis and return prosperity to an area noted for its excellent agriculture and hardworking labor force.

The idea was to bring residents of Faribault County together, analyze the assets and constraints of the county, and begin to plan a positive future. We needed to find a way to keep the residents in the area, to bring back those who were forced to leave and, to once again, give the residents of Faribault County something to be proud of.

In June of 1985, over 60 county residents gathered for a two-day workshop on the economic future of Faribault County. There were city officials, teachers, business owners, lawyers, farmers, county commissioners, and our County Extension Director. The group worked into the night, identifying the assets and constraints of the county and working together to recommend positive solutions. It was an intense workshop led by David Martin, Executive Director of the Arrowhead Regional Development Commission.

At the close of the workshop the needs were obvious. The county needed to recognize the needs of the eleven small cities and, at the same time, look to the future of the county. What benefits one city is sure to have a positive impact on the others.

At the time of the workshop, the county had already committed itself to the star county project, a program similar to the Star City yet altered some to make it fit a county perspective. Faribault county would be the first county to being this process. Through 1985-86 several star county meetings were held and attended by the CED and SEA-HE. A Five-Year Plan of Action was written and the first year goals are beginning to be reached.

To fully utilize the information gathered for the star county program and to answer the obvious needs addressed at the two-day workshop, Faribault County began to look at forming a county-wide economic development agency.

The Faribault County Local Redevelopment Agency was officially formed on September 17, 1985 by resolution of the Faribault County Board of Commissioners. The Board was appointed and on April 15, 1986, Mr. Jack Quinlivan began as the Executive Director of the Faribault County Local Redevelopment Agency.

With the support of the total Extension staff, we have networked with the Faribault County Redevelopment Agency by providing educational information about our county on census data, and community improvement.

In July of 1987, Faribault county was named the first Star County in the state of Minnesota, and also in the nation!

The Minnesota Community Improvement Program is a county wide project our agencies began in the spring of 1986. Each of our towns in Faribault County were asked to participate in the county project with the project beginning in October of 1986 - September 1987. The MCIP goals challenges our communities to make them more attractive, safer, energy efficient, environmentally sound and economically stable. Communities are determining the community strengths and weakness through help from a community assessment by Region 9. Extension has provided training on introducing the program and ideas on how to begin the project. Throughout a four year plan of work educational programs will be offered by the Extension staff on Community Leadership Development.

Community improvement may play a key role in business and industrial attraction and retention. It would be misleading to say that MCIP guarantees businesses and economical growth, but it is fair to comment that MCIP in Faribault County will enhance and strengthen our community and county development.

After completing the first year in the Star County Program and the Minnesota Community Improvement Process, our county is actively finding businesses and industry that are locating in Faribault County.

In the second year of competition, Faribault County took first place in the state at the Minnesota Community Pride Conference in Alexandria.

We are economically alive in Faribault County, and will continue to achieve our goal of unity as one community.

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Presentation By Gloria Vande Brake

In 1984, Windom was involved in the Star City program but because of some program changes and frustration of volunteers, the program died. In the summer of 1987, the Mayor and City Council encouraged Windom to obtain the Star City designation because most of the work was done. The program was also a way to get people of different organizations working together toward common economic development activities. Initially the local private economic development corporation was not enthusiastic about the program but within 3 months they agreed to be the lead economic development group to complete the program and maintain it on an on-going basis.

Within 9 months Windom obtained its Star City certification. The state sponsored program encourages communities to have the necessary economic development tools so that a new business or industry can come into their town. Windom completed its short-and long-range plans, its labor survey a business retention survey, a fact book and new videotape and a capital improvements plan. Because the planning Subcommittee was small, the members interview 100 businesses and community leaders to determine the need, strengths and weaknesses. From this information and review of data, the members drafted goals and measurable objectives. Then they submitted this information to the appropriate groups who were responsible for implementing the objectives. And the responsible groups were given the latitude to change the objectives. In one instance the private development corporation was asked to raise several hundred thousand dollars for new economic development ventures but the corporation reduced the goal amount. Still the private development corporation felt challenged by the Planning Committee suggestions.

After all the changes were made, each group received a copy of the document and a note of appreciation for their efforts.

Over 70 volunteers in the community participated in one Star City project or another. Additionally, some 100 persons were interviewed by the Planning Committee. These volunteers included community leaders, the community workers, education, businesses, employees, management, etc.

Windom is a county seat of Cottonwood County with a population of nearly 5,000. Windom has a strong retail base and fairly stable manufacturing industries with Toro employing over 500 and Caldwell Processing at 125. Additionally Windom with its central location in southern Minnesota serves as the regional center for Mn DOT (state transportation office) and U.S. Post Office (processing mail for 75 other mail offices). Additionally, U.S. West invested over \$4 million in new digital equipment and fiber optic lines. Cottonwood County's unemployment rates has consistently been one of the highest in the area.

The summer, 1987 the Mayor and City Council first discuss the need to reactivate the Star City Program. In October, the first Star City Committee was held, composed of representatives of various organizations and businesses. Each Star City Committee members was assigned to one project and were responsible for completing the project although they could add more people to their Committee. The Planning Subcommittee met from November, 1987 to March, 1988 for their work, often meeting weekly to bi-weekly. The projects were completed by May, 1988 and the State approval was in July and the formal designation in August.

The results of the project:

1. Designation as a Star City.
2. Having the necessary economic development tools with the existing finance programs Windom already has.
3. Most importantly, community cooperation and commitment toward economic development.

Finally, communities need to constantly evaluate economic development priorities to see if they are on track.

* * *

C. IMPLEMENTATION

How does a community go about implementing the goals it has established? Howard, South Dakota has implemented a 5-year plan.

Presenter:

Bob Renacle - Howard, South Dakota

Facilitator:

Dan Wall - East River Electric Power Cooperation
Madison, South Dakota 57042

Presentation By Bob Renacle

The town of Howard, in Miner County, is an Agricultural community. This project was initiated because the population was continually declining. If we were to keep our community in tact, we needed more jobs and people living in the community.

A 5-year plan was designed to expand the community's economic and industrial base. Further, it established an additional organization to secure objectives, improve the appearance of the town, and make improvements in the downtown.

The project was initiated by concerned business people, farmers, ministers, community leaders, and other citizens in the community. Howard, South Dakota is a town of 1,100 people. County seat of Miner County, 3,500 people in the county. The project began in 1958. Formalized in 1962 as Howard Industries Incorporated Action plan in 1983. In 1984, the Miner County Economic Development Corporation was formed.

Some of the results of our efforts:

1. Planned and built a new industrial park.
2. Secured new industry.
3. Helped existing industry to expand.
4. Established additional organizations to secure the above objectives.
5. Improved the appearance of the town.
6. Made improvements in the downtown.

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